



Office of the Employer Adviser

Annual Report

2006 - 2007

Annual Report
2006 - 2007

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A Message from the Director

I am pleased to submit this report on the OEA's activities for 2006 - 2007.

We continue to build on a solid foundation with our clients and stakeholders. Through the efforts of our dedicated and committed staff our representation and advice services continue to be second to none.

Although we are providing information and claims management tools through our website, we began providing a structured, limited, and planned training program to employers. In partnership with the Employers Advocacy Council we provided a series of workshops to over 90 employers on conducting appeals. The popularity of this workshop indicates how eager employers are for relevant training to meet their workplace insurance obligations.

We continue to resolve disputes within the system without hearings, thereby maximizing resources, and reducing adversity. The success of our continued focus on providing quality customer service is reflected in our high client satisfaction rate of 96%.

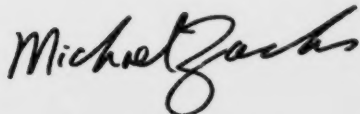
Our e-bulletin is regularly sent to our clients providing an update on current information about the WSIB, and tips on better workplace insurance management.

The OEA has maintained its commitment to assist employer stakeholders by providing advice to numerous associations. We continue to intervene in WSIAT hearings dealing with significant policy and legal issues. The OEA continues to

advise stakeholder employer associations on policy issues, and other developments in the field of workplace insurance. The OEA also made substantive submissions to the WSIB on the Board's draft return to work policies, which were shared with employer associations to assist them in preparing their own submissions. We then made numerous presentations to various employer groups on the possible impact of these policies. In addition, we made submissions to the WSIB on its proposed standards for designated entities.

The OEA considers its staff to be among the most competent and professional representatives in the field. In order to maintain this high level of skill, we provide our staff with organized training events over the year. In 2006-07 our staff attended an Ontario Bar Association legal education program, and had several presentations from representatives of the WSIB on various Board programs.

As always I express my appreciation to the staff of the OEA for their ongoing dedication and professionalism in serving the employers of Ontario. It has been a privilege to lead this agency.

A handwritten signature in black ink, reading "Michael Zacks". The signature is written in a cursive style with a large, stylized 'M' and 'Z'.

Michael Zacks
Acting Director

Part 1 OEA Mandate

The mandate of the Office of the Employer Adviser is established by Section 176(2) of the Workplace Safety and Insurance Act, 1997 ("the WSIA"),

... to educate, advise and represent primarily those employers with fewer than 100 employees, in issues arising under the WSIA.

Our vision and mission flow from this legislative mandate:

OEA VISION

An Ontario in which small and medium-sized businesses operate safe, fair and high-performing workplaces that contribute to a vibrant, competitive economy.

OEA MISSION

The OEA's mission is to be the premier organization for providing representation, advice and education to Ontario employers regarding workplace safety and insurance matters.

Part 2 Overview of Programs and Activities

Advice Services

Workplace safety and insurance remains one of the critical responsibilities of Ontario employers. The Advice services provided by the OEA are important in helping employers meet their obligations in a timely and cost effective manner. The ability to quickly and easily access information allows employers to avoid errors and builds their self-reliance before frustration with the system can set in. Thorough advice means the employer is better able to understand and navigate a complex system, better safeguard the workplace and their workers, obtain better business outcomes, and avoid appeals.

Although our mandate is to primarily serve employers with fewer than 100 workers, the Advice Centre personnel provide just-in-time counsel to all Ontario employers who contact us, so they can make good business decisions, and avoid costly mistakes and unnecessary penalties. We charge no fee for our service, which is advantageous for smaller companies, since they can access free independent, strategic advice whenever they require it.

The OEA Advice Centre is staffed by four Intake Advisers located in our Toronto head office, who take calls from Ontario employers about their workplace safety insurance concerns. We also accept e-mail enquiries, so that employers can contact us outside business hours; these often result in a return phone call from an Intake Adviser to discuss the matter in greater depth with the employer.

The circumstances of each call are different and our trained staff provides advice that is detailed, thorough and tailored to the business realities of each client. A session of telephone advice may last an hour or more, depending upon the

complexity of the problem(s) confronting the employer. Because of our emphasis on answering calls live, employers especially appreciate the expert, prompt answers to their questions; questions such as how to report or manage a claim for an injured worker, how to return the injured worker to the job, if there are any options in dealing with a large or unexpected premium increase, etc.

Client satisfaction with services provided by the Advice Centre, as measured through random telephone surveys, is 96%. The OEA believes this high ongoing rate of employer satisfaction is due to our speedy response (67% of calls are answered live, with the remainder responded to within one business day), high level of expertise and understanding of the broader business/operational issues facing employers.

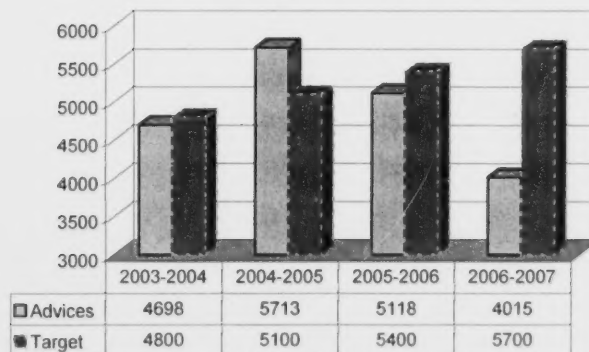
Employers can also choose to call their local OEA Employer Specialist for advice. The OEA has fifteen Employer Specialists located in communities throughout Ontario. Many employers have come to know their local specialist through referrals from the Workplace Safety and Insurance Board (WSIB), the Workplace Safety and Insurance Appeals Tribunal (WSIAT), health and safety associations, community and business groups, or existing and former OEA clients.

Fiscal 2006-07 saw the instances of advice provided to Ontario employers decrease by 21.6% year over year, taking us down to 2002-03 levels. It is clear that changes in technology and its usage – e.g. on-line queries replacing reliance on hard copy information sources – has affected the way that employers find and reach out to us. The agency is in the process of implementing an outreach plan that will redress this problem and ensure that more employers are aware of how to contact the OEA and of the services we offer. This year the OEA provided 4,015 instances of advice. We are continuing to have our system partners include references to our services and toll free number in their letters and publications (e.g. the WSIB form letters routinely direct employers needing assistance to the

OEA); and the Ontario Business Connects (OBC) program remains an important vehicle for the widespread distribution of our Employer Guides locally.

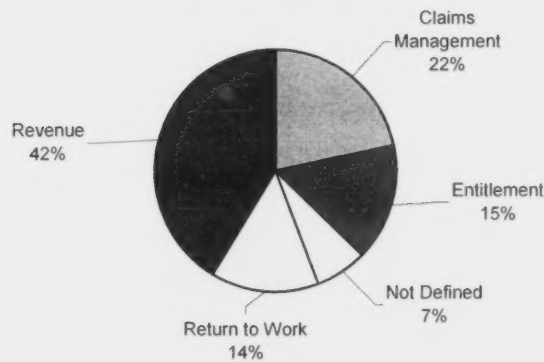
Although we undertook some additional outreach activities this fiscal year, as a result of last year's downturn, the decline in employers finding the Advice Centre through the phone book Blue Pages (the primary reason for our lower numbers) was not anticipated or accounted for. Alternate, replacement, referral sources are being sought for fiscal 2007-08, such as inclusion in Employer Associations' newsletters, ethnic newspaper postings, and other professional group contacts (e.g. the Chartered Accountants' and, Chartered Management Accountants' Associations, etc.). Central to our outreach efforts for the new fiscal year is that they be evaluated for success and then, based on that evaluation, included as part of an on-going, regular contact program, which will serve to smooth out the troughs and peaks of our service provision of the past few years. Advice is a very complicated service to sustain, since it is a 'pull' activity that depends on the provision of service when an employer needs it. And typically a small employer 'needs' our help once every eight years; we therefore need to continually increase our reach and reinforce public awareness.

Figure 1
Instances of Advice ('Advices') to Employers



Analysis of the subject of the advice being provided shows that more inquiries were about Revenue issues than anything else. As has been true over our other reporting periods, the second most important focus of concern was Claims Management. Entitlement and Return to Work remain fairly evenly split in third and fourth place, with regard to frequency of inquiry. This breakdown continues to reflect employers' concerns about the premiums being paid to fund the system and the widespread lack of knowledge in the employer community about their obligations under the WSIA.

Figure 2
Advice Issues 2006-2007



As noted, our clients are generally very satisfied with the services provided by the OEA, and we feel that part of the excellence of service delivery relates to the high percentage of Advice calls that are taken 'live' – i.e. getting an Intake Adviser on the line directly, rather than going into voicemail and waiting for a return phone call at a time that may not be as convenient for the inquiring employer. We achieved a live answer rate of 67% for 2006-07, slightly below our 70% target, but still indicative of our ongoing success in providing a fast response time to employers making advice inquiries. It is worth noting that we reached or exceeded our target in 8 of the 12 months of the reporting period.

While we remain convinced that it is imperative to maintain a web-answer service as an advice delivery option for Ontario employers, we only had 47 inquiries via our employeradviser.ca website in the 2006-07 reporting period. This is a 50% decline from the previous year, and only 1.2% of all advices provided by our staff. An evaluation and updating of the look and feel of our website is being planned for 2007-08, and the issue of driving traffic to our website will form part of the design criteria for this project. The decline may relate to the complex nature of the inquiries and the follow-on questions that arise once some information is communicated, leading to a preference to deal with an adviser by phone. This is certainly something that we will continue to closely monitor and assess.

Representation Services

In this program, we predominantly represent employers with fewer than 100 employees, in disputes arising under the WSIA, at both the WSIB and at the WSIAT (see Figure 5, page 14). At the operating level of the WSIB, representation services involve negotiation, which is provided by an Intake Adviser or by an Employer Specialist, by means of telephone calls or correspondence. At the two appeal levels (WSIB Appeals Branch and WSIAT), as well as in return-to-work mediations, Employer Specialists provide the representation services. At this level, representation involves a range of activities, from negotiation to appearing at mediations or hearings with the employer and conducting the case on his or her behalf.

Through all of our representation services, we play an important role in reducing conflict in the Workplace Safety and Insurance (WSI) system. OEA Intake Advisers and Employer Specialists maintain good working relationships with staff at the WSIB operating levels, and contact them early in a new case to discuss resolution options. We maintain a close working relationship with the WSIB's Return-to-Work Mediators, who refer employers to us who would otherwise attend

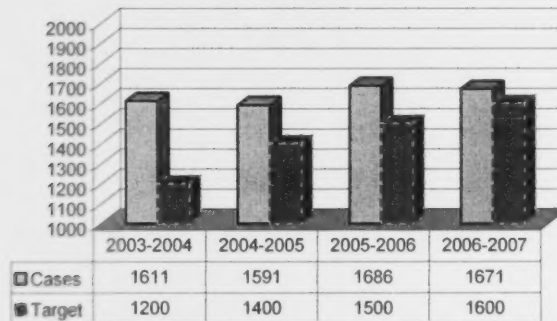
mediations without representation and therefore be at a disadvantage in the process. Our involvement ensures an equal footing for both parties, and supports a mediated solution that returns employees to the job in a timely, cost-effective manner, removing some strain from the WSI system. Similarly, our staff work closely with the WSIB Collections Branch, to facilitate the payment of premiums that are due and to ensure that the employers' business needs are taken into account when payment options are being considered.

Employers want a fair and reasonable outcome, and they want it as soon as practicable. They are not interested in the appeal process per se, but in the outcome of any such actions. In response to these employer needs, the OEA promotes the early resolution of disputes; we initiate discussions with the appropriate WSIB front-line staff, such as adjudicators, customer service representatives, account managers and revenue auditors, and these negotiations often result in resolution of the dispute, before the parties become entrenched in their positions. Our success in this endeavour is reflected in Performance Measure A1 (see Appendix A), which shows that in 2006-07 we resolved 67% of disputes without a hearing, marginally less than our target of 70%. Given that the OEA largely has no direct control over whether an employer and/or worker agrees to a negotiated settlement, it is clear that we are participating in a significant number of situations where resolution is achieved outside the appeal process and thereby contributing to a lessening of the conflict inherent in the WSI system.

While these efforts often successfully conclude cases at the operating level of the WSIB, some cases do proceed to appeal. Also, some employers do not learn about our agency until their case has progressed to the appeal stage. Of the 1,671 cases worked on in 2006-07, Employer Specialists represented employers in 141 cases that involved appeals – i.e. approximately the same number of cases as last year, but fewer appeals year over year. In either instance, whether cases proceed to appeal or not, we employ the same strategies to resolve matters as

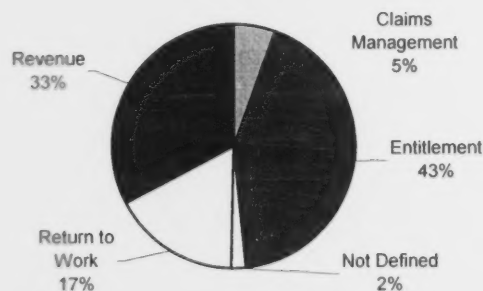
early as possible. The strategies include negotiating with the worker's representative and participating in mediations and/or hearings on behalf of employers. In a system where 95% of appeals are worker-driven, OEA involvement ensures that a comprehensive employer focused position that considers all the relevant issues and policies that support the employer is presented to decision makers, thus improving the balance in the system.

Figure 3
Cases Worked On



In comparison with the data for instances of advice, analysis of the representation issues shows Entitlement to be the number one concern, not Revenue. Revenue issues are second and Return to Work is also very significant, in third place, with Claims Management being the issue for only about 5% of employers.

Figure 4
Case Issues 2006-2007



Education of Employers

On average, a small employer has a workplace injury occur once every eight years. At the time of the injury, the employer's need for information about claims management and return to work is acute. However, at other times, most small business owners are actively focused on running their businesses, so learning about WSIB policies and procedures is not a priority. These same employers are seldom free themselves, nor have staff readily available, to attend workplace insurance seminars or information sessions.

Accordingly, the OEA's educational strategy has evolved from one based on having employers attend intensive adult-education workshops, to a multi-channel approach which makes information available to employers in a format that is timely, relevant and accessible. Our education strategy in recent years has included educating employers during our casework, and posting useful information and tools on our website, while continuing to assist stakeholders – interest groups/employer advocacy organizations, stakeholder employer associations, etc. - with their education initiatives where appropriate. 2006-07 saw the OEA meet a need in the employer community for additional information about the proposed Early and Safe Return to Work (ESRTW) policies and how the changes would impact them through a cooperative effort with the Employers Advocacy Council (EAC). We jointly undertook a series of seventeen presentations to employers across the province, outlining the ESRTW changes and their impact on an Ontario employer's business obligations. They were very well received and attended. In all, more than 400 employers attended the sessions at a location close to home and benefited from exposure to timely information about a change in how they need to manage their return to work obligations to their injured workers.

One of the goals of our casework is to build self-reliance for employers within the WSI system, by making sure that they understand their rights and obligations under the Workplace Safety and Insurance Act. This includes teaching employers

how to improve their claims management and “return-to-work” procedures, and how the WSIB’s experience rating system works, so that employers will be more independent and self-reliant in the future. Performance Measure A2 (see Appendix A) shows the proportion of OEA clients who used our services for the first time in 2006-07. 62.4% of Advices were provided to new contacts in 2006-07, down from 81% for the previous year. While this certainly reflects the value that our clients place on our services, since many are repeat users, this is another indicator that we need to extend our reach and heighten our profile in the employer community in the coming year.

On the representation side, 54.2% of our clients came to us for the first time in 2006-07, so that number is up significantly (from 18% last year). We believe this reflects the growing local presence of our regionally located specialists – i.e. many employers become aware of the availability of WSI services provided by their local representative and go directly to them without going through our Advice Centre. If the presenting problem is significant enough that the employer requires representation, the Specialist takes on the case immediately. We are fulfilling our education mandate to increase self-reliance among Ontario employers; we will be increasing our outreach efforts in 2007-08.

In addition to the ‘hands-on’ education provided through our casework, the OEA strives to meet the needs of our broad customer base by providing WSIB-related information through a variety of access/delivery mechanisms:

- We made improvements to our website, www.employeradviser.ca, posting new information and including links that help an employer navigate their way more easily through the WSI system and better understand their responsibilities.

- OEA e-bulletins continue to go out to our client base up to eight times per year, in an expanded newsletter format. Employers, and employer associations/interest groups attending workshops or other presentations provided by OEA staff, are also added to our distribution database. We receive very positive feedback for this pro-active delivery of timely WSIB-related information and materials. In addition, we use our email database to notify employers of such things as workshops being held in their areas that they might benefit from; WSIB policy changes that affect their industry sector, etc.

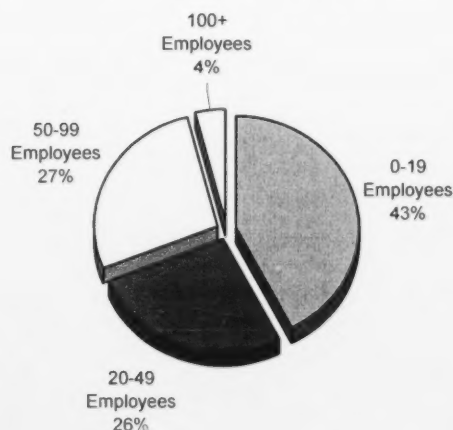
- Archives of our e-bulletins are now readily available on our website, in both PDF and HTML format, serving as an easily accessible guide to recent changes in workplace safety insurance related policies and procedures. Employers using our site can sign up for e-bulletin subscriptions while visiting.

- We continue to disseminate our hard copy Employers Guide (also available on our website), primarily through the Ontario Business Connects locations and as personal handouts to employers by staff. Filled with information needed by employers about such things as who should register with WSIB, how to do so, what an employer's rights and responsibilities are under the WSIA, etc., it serves as a convenient ready reference for soon-to-be employers as well as those engaged in small to medium sized businesses. In 2006-07 we distributed approximately 4,000 English Employers Guides, and 575 in French. Once the new ESRTW policies are fully implemented, the Employer Guide will be completely updated and we foresee increased circulation in the 2007-08.

Part 3 OEA Clients

As noted previously, the OEA's mandate is to serve primarily those employers with fewer than 100 workers. The merit review undertaken before the OEA represents an employer includes determining their size. We only represent employers with more than 100 workers where the issues involved could set precedents, where highly complex medical/legal issues need to be addressed or where other extenuating circumstances are involved. As such, fewer than 4% of our representation clients have more than 100 employees. It is not administratively viable to screen clients who contact our Advice Centre and it is also generally accepted that permitting access to advice for all employers greatly improves the system for all. Thus when we look at the number of employers with 100+ employees who contacted the Advice Centre, the number increases to 13.7% for the current reporting period.

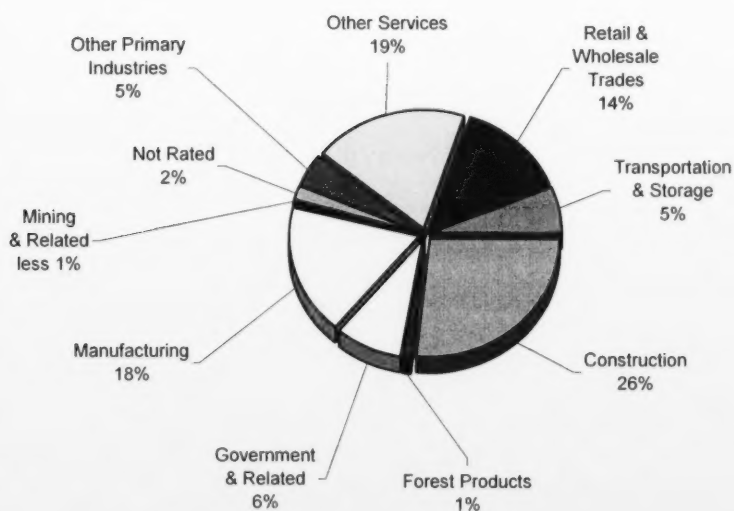
Figure 5
Breakdown of OEA Representation Clients
by Company Size
(number of employees)



The sectoral analysis below is based upon WSIB classifications. The breakdown is consistent with the prevalence of small to medium sized employers in the different industry sectors. The construction industry is our largest client group at 26% .

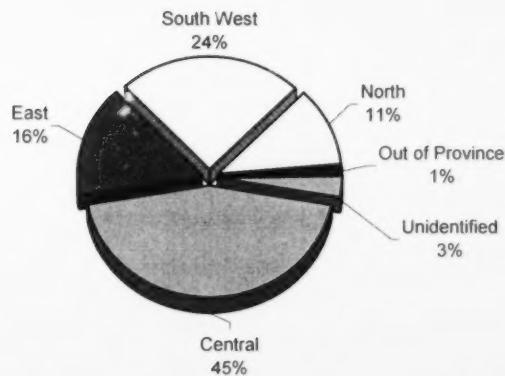
“Other Services” (tourism, hospitality, vehicle sales), and “Manufacturing” follow at 19% and 18% respectively.

Figure 6
Breakdown of OEA Clients by WSIB Industry Sector



Information regarding the regional distribution of OEA clients is presented below. Our services would appear to reflect the population and business demographics of the province, with the Central area, representing the Greater Toronto Area, requiring the bulk of our services.

Figure 7
Breakdown of OEA Clients by Location
(Postal Code)



The one consistent criticism of our service that we see from the client surveys, is that we are not better known. We have demonstrated the significant impact increased outreach can have on service demand with the statistics for previous years. As already discussed, we have implemented outreach activities to increase contact and awareness within the Ontario employer community.

Value to our Client

In addition to our ongoing sampling of client satisfaction through monthly random telephone surveys – the 96% satisfaction rate shown in Appendix A, Performance Measure A3 - the OEA periodically conducts surveys of all its clients. Designed to gain broad-based feedback, such a survey was completed in 2006-07:

- The OEA's complete database of 5,000 employers who had used our services within the previous two years were surveyed.
- All employers for whom we had email addresses were sent an electronic version of the survey; the remainder were mailed hard copies.

- 867 surveys were completed by our clients, representing a very high response rate of 17% (return rates for similar surveys are usually in the 2-3% range).
- We received positive feedback about the services of the Advice Centre (90% agreement) with regard to such qualities as: answering questions and getting useful advice; receiving complete and accurate information; talking to a knowledgeable and competent staff person who was easy to understand and who 'went the extra mile' to ensure that the respondent got what they needed from their contact; and being treated fairly by the OEA. These were all evaluated as being important aspects of service delivery, by almost 100% of the respondents.
- Satisfaction with the accessibility of the Advice services, the amount of time it took to get service, and the overall quality of service delivery, was in excess of 90%.
- The responses with regard to our website indicated that those who accessed it found it useful, easy to find and provided the information they needed. Comments about appearance will be taken into account in any redesign we undertake. Satisfaction with web/email advice services was over 90%.
- With regard to representation services, 96% of respondents said that their specialist went the extra mile to make sure they got what they needed. Over 90% of respondents agreed that their specialist tried to resolve issues as early as possible in the process; were professional, well prepared, knowledgeable and competent; and kept the employer informed throughout their case process. 98% believed they had been treated fairly by the OEA and 94% said they were satisfied with the overall quality of representation service delivery.
- Cost Savings were realized by 76% of respondents, where such an issue was applicable.
- 92% of clients believed they received a high quality of service.
- 95% agreed that they had ready access to staff and services and 94% said services were provided in a timely manner.

- With regard to confidentiality, 96% of respondents expressed confidence that their privacy had been fully protected in their communications with staff.
- 92% of clients said they would use OEA services again.
- When asked whether "The OEA met my overall expectations", 90% of respondents agreed.
- "The OEA exceeded my overall expectations" generated an 84% agreed response.

In summary, the survey results were very positive. Some employers took the time to comment on the high quality services provided to them by individual staff members. Sharing this feedback with our staff has been a pleasure and reinforces our need and desire to provide the same highly valued services to more Ontario employers.

Client Testimonials

We are pleased to provide the following excerpts from communications received from OEA clients, commenting on the services they received from our staff:

It has been a pleasure working with you the last several months. Thank you for all your assistance and for making yourself available to assist [Client] with the issues at WSIB.

LC
North York

Just wanted to thank you again for being there with us but most of all for keeping us on track. We both feel that someone listened and believed in us and that makes all the difference.

B&R C
Wasaga Beach

I just heard the good news ... that our Appeal was successful. [The specialist] did a great job and we are all thrilled with the result.

JM
Ottawa

Thanks and congratulations on winning this important case.

RS
Renfrew

Thank you so much for your expertise on the mediation. I have learned a lot from you. I appreciate your time and really, really good advice.

KL
Thunder Bay

W would like to thank you for all your hard work pertaining to our claim with the WSIB. We really appreciate your help with this matter.

J&S B
Wingham

Thank you again for your help with this case. You certainly did an excellent job, which the tribunal also obviously recognized.

TR
Mississauga

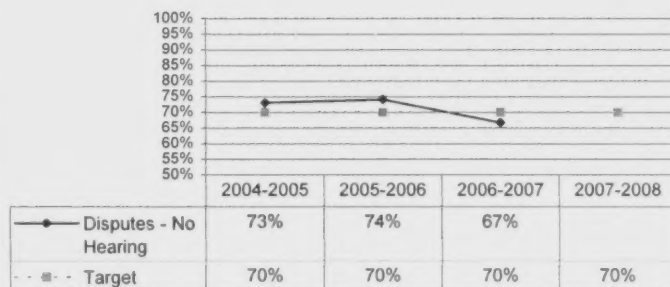
Appendix A: OEA Performance Measures 2006-2007

Key Activities: Advice and Representation Services

A1

Performance measure for 2006-2007: Percentage of disputes resolved without a hearing

Percentage of Disputes Resolved without a Hearing



Agency Contribution

OEA staff employ alternate dispute resolution strategies such as negotiation and mediation to help employers resolve disputes at an earlier stage.

In revenue matters where the dispute only involves two parties (i.e. the WSIB and the employer), every effort is made to resolve matters at the operating level. However, 95% of appeals are worker-driven and employers often contact the OEA for assistance after the dispute has proceeded to the appeal level. This limits the target that can realistically be achieved.

What does the graph show?

While the OEA consistently contributes to the reduction of adversity in the workplace safety and insurance system and helping employers to manage disputes more efficiently and effectively, the measure is not directly controlled or controllable by the OEA. Ultimately, since most appeals are worker-driven and employers have the final decision on whether or not to settle prior to a hearing, this measure will fluctuate according to employer climate and issues in any given year.

2006-07 Commitments

The commitment for 2006-07 was 70% of disputes resolved without a hearing.

Long-term Target

See graph.

☐ Proposed for Publication

☐ Internal Use Only

☒ Existing Measure

☐ New Measure

Appendix A: OEA Performance Measures 2006-2007 (cont'd)

Key Activities: Advice and Representation Services		A2																
Performance measure for 2006-2007: Percentage of clients served in year who used OEA services for the first time.																		
<div>Percentage of New Clients Served</div> <table><thead><tr><th></th><th>2003-2004</th><th>2004-2005</th><th>2005-2006</th><th>2006-2007</th></tr></thead><tbody><tr><td>—◆— New Clients</td><td>74%</td><td>75%</td><td>68%</td><td>61%</td></tr><tr><td>- - ■ - - Target</td><td>25%</td><td>30%</td><td>35%</td><td>40%</td></tr></tbody></table>			2003-2004	2004-2005	2005-2006	2006-2007	—◆— New Clients	74%	75%	68%	61%	- - ■ - - Target	25%	30%	35%	40%	<div>Agency Contribution</div> <p>Client feedback consistently calls on the OEA to ensure that more employers are aware of our services. The OEA also strives to ensure that employers become more self-reliant through casework.</p> <p>This measure helps to determine whether we are expanding our reach to those eligible employers who are paying for OEA services in their WSIB premiums, but who have not previously accessed our services.</p>	
	2003-2004	2004-2005	2005-2006	2006-2007														
—◆— New Clients	74%	75%	68%	61%														
- - ■ - - Target	25%	30%	35%	40%														
<div>What does the graph show?</div> <p>There was a decline in the number of new clients receiving advice, but an increase in new clients receiving representation services in 2006–2007. When the two service streams are considered together, our target for the year was exceeded. Increased outreach in the new fiscal year is intended to increase advice provided to first time clients.</p>		<div>2006-07 Commitments</div> <p>The commitment for 2006-07 was 40% new clients served in year. This target was exceeded.</p> <div>Long-term Target</div> <p>See graph.</p>																
<input type="checkbox"/> Proposed for Publication	<input type="checkbox"/> Internal Use Only	<input checked="" type="checkbox"/> Existing Measure	<input type="checkbox"/> New Measure															

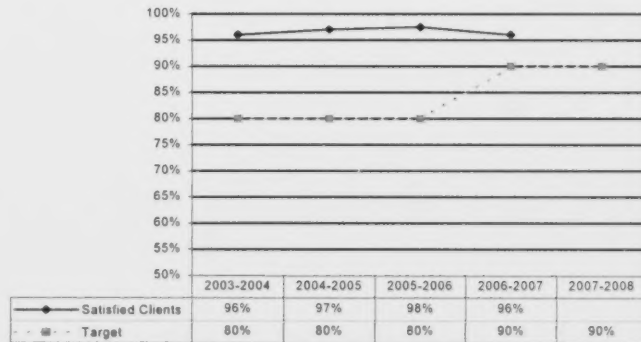
Appendix A: OEA Performance Measures 2006-2007 (cont'd)

Key Activities: Advice and Representation Services

A3

Performance measure for 2006-2007: A customer satisfaction rate of 80% or higher.

Percentage of Satisfied Clients



Agency Contribution

The primary complaint we hear is that employers were not aware of our services sooner, which reinforces our desire to increase outreach. In addition to OPS customer service standards, the OEA has a number of internal standards, policies and performance measures, including those for telephone services and for file review, client follow up, etc., to maximize the service experience of OEA clients. The OEA's case management system was designed to provide tools to OEA staff that help them monitor and meet these expectations.

What does the graph show?

OEA clients are very satisfied with the service they receive, whether measured by our random phone surveys or the whole client-database survey conducted this year. This graph reflects data from our random phone surveys of clients using OEA services in a particular month; but this high level of satisfaction was also demonstrated in our survey of all employers who had used OEA services within the last 2 years (5,000 clients), with 94% agreeing that the OEA provided them with high quality service. Client satisfaction is a priority at the OEA.

2006-07 Commitments

The client satisfaction rate was to be 80% or higher.

Long-term Target

See graph.

☐ Proposed for Publication

☐ Internal Use Only

☒ Existing Measure

☐ New Measure

Appendix B: Internal Program Performance Measures

OFFICE OF THE EMPLOYER ADVISER						
Measure	Standard/ Target	2004-2005 Achievements	2005-2006 Commitments	2005-2006 Achievements	2006-2007 Commitments	2006-2007 Achievements
Instances of Advice	4,800	5,713	5,400	5,118	5,700	4,015
Calls Answered Live	60%	68%	70%	71%	70%	68%
Representations	1,200	1,591	1,500	1,685	1,600	1,671
Cases Opened		736	650	721	650	675
Cases Closed		648	650	662	650	644

Note: These targets and achievements are discussed in the body of this Report, on pages 4 through 14.

Appendix C: OEA Financial Report 2006 –2007

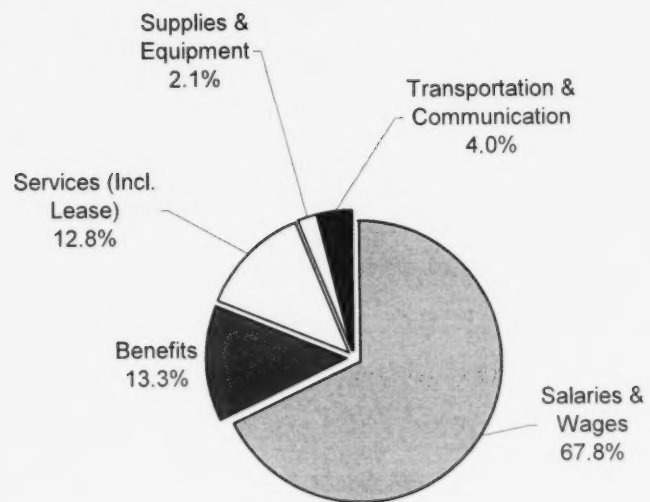
All Figures in \$000.0 thousand (except “% of Variance” column)

Account	Final Budget *	Total Actual Expenditures **	Variance	% Variance	Explanation
Salaries & Wages	1983.5	1918.9	64.6	3	<i>Unfilled vacancies, including Director</i>
Benefits	381.4	375.5	5.9	2	
Transp. & Comm.	129.1	113.7	15.4	12	<i>Discretionary spending controlled</i>
Services (incl. Lease)	404.2	340.2	64	16	<i>Discretionary spending controlled</i>
Supplies & Equip.	104.9	60.0	44.9	43	<i>Discretionary spending controlled</i>
Transfer Payments					
Total	3003.1	2808.3	194.8	6.5	
Recoveries	(3002.1)	(2808.3)	(193.8)	6.5	<i>Expenditures fully recoverable from WSIB</i>
TOTAL	1.0	NIL	1.0		

- * Final Budget = Printed Estimates, +/- TBO and/or re-alignment of funds by standard account.
 - ** Total Actual Expenditures including lease cost.

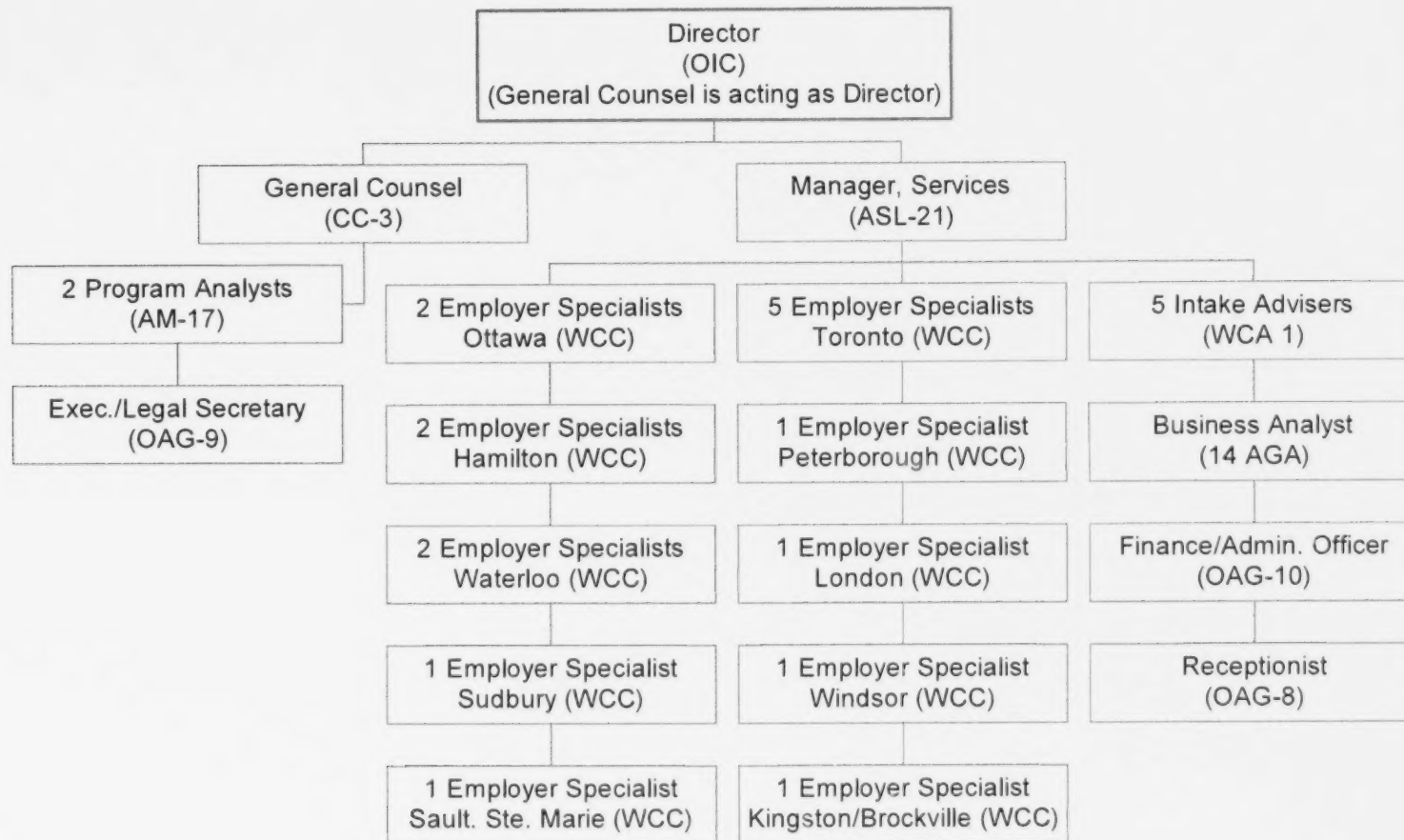
Revenues Generated From:	Forecast	Total Actual Revenue	Variance	% of Variance	Explanation
Not applicable					

Figure 8
2006-07 Budget Actuals



Appendix D:

OEA Organization Chart



* An OIC appointment has not been made to the OEA and the General Counsel is currently acting as the Director.

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